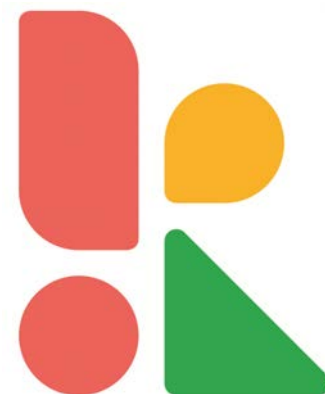


STRATEGIC PLAN 2021-2023



SECOND QUARTER UPDATE
2022

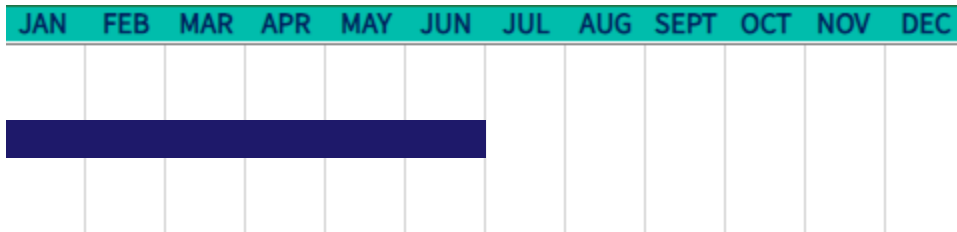


2021-2023 Strategic Goal:

Align all library services, staffing makeup and partnerships to be reflective and inclusive of the diverse communities we serve.

2022 Initiative #1

Design and implement a travel-themed interactive program for Summer Wonder that moves from region to region, including food, drink, reading, music and history. The program will be highly social, will foster relationships and will educate the community on what types of cultural diversity and ethnic groups we have in our communities and the special traditions they celebrate.



2022 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

Over the month of June, KDL presented a variety of culturally diverse programs and presenters as part of annual Summer Wonder programming. Of these, an especially popular event was the Native American Dancers: Marca and Reg Pettibone. Funded in part by Michigan Humanities (Affiliate of the National Endowment of the Humanities), the Native American Dancers presented at the Cascade Twp. and Grandville branches and educated audiences on the true native culture of dance, song and story. With over 520 people in attendance, many of them were sure to walk away with a greater appreciation and understanding of this celebrated tradition.



Reg Pettibone, a full-blooded Woodland Native American from the Ho-Chunk Nation and champion powwow dancer, along with his wife Marca from the Paiute Nation, presented a unique and engaging cultural performance designed for a diverse audience of all ages. Other programs in this series included Universe of Stories & Music at the Englehardt Branch, Drums for All! at the Wyoming Branch, and The Wonderful World of Henna at the Amy Van Andel Branch, among others.

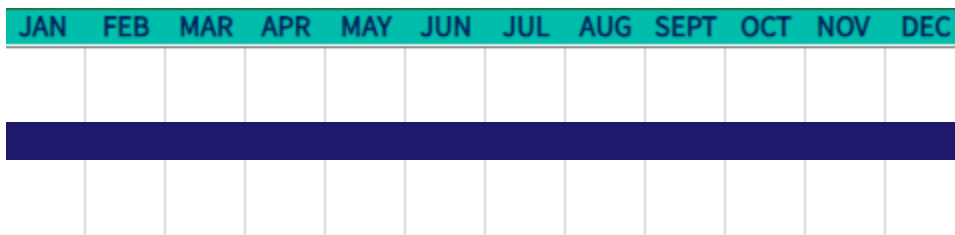
Equity, Diversity, Inclusion (EDI)

2021-2023 Strategic Goal:

Align all library services, staffing makeup and partnerships to be reflective and inclusive of the diverse communities we serve.

2022 Initiative #2

Continue quarterly Paradigm trainings and discussions with the expectation of 100% employee engagement (88% with leaves and turnover factored in).



2022 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

Quarter 2 results are in, and engagement is now higher than ever. As of the July 1 due date, employee completion rates for Paradigm's fourth assigned training were at 91% overall completion, bringing this initiative in above the 88% goal (factoring in turnover and leaves of absence).

The fourth training focused on Inclusive Culture:

COURSES

- Inclusive Work Culture (1 hour 20 minutes)
- Cultivating a Growth Mindset Workshop (1 hour)

MICROLEARNINGS

- The Case for DEI
- Introduction to Intersectionality
- What is Belonging? What is Allyship?
- How Do I Become an Ally?
- Trans Allyship 101

RESOURCES (Documents to Read and Review)

- Inclusive Communication: Meeting Norms
- Fostering Psychological Safety During Times of Crisis
- Disability Inclusion: Three Actions to Get Started
- TIP (Time, Intention, Process) Strategies: Objectivity
- TIP Strategies: Belonging

EDI Workgroup leader Shaunna Martz hosted a Pre-Support Discussion for managers to talk about takeaways and methods to increase likelihood for retention, adoption of learned principles from the trainings, and establish best practices for engagement.

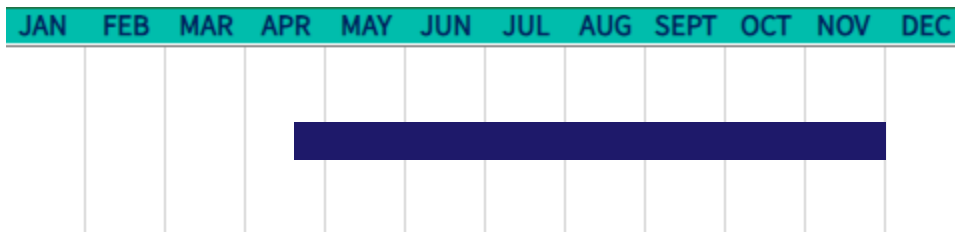
Equity, Diversity, Inclusion (EDI)

2021-2023 Strategic Goal:

Increase the value delivered to the community by focusing on demonstrated needs.

2022 Initiative #3

Clarify what excellent service looks like in each role and task and create role guides. Identify how service has been impacted by COVID-19 and how KDL can proactively incorporate changes, and document these changes in a clear, easy way for staff in a revision of the KDL Way Toolkit (released June/July).



2022 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

The "KDL Way Service Vision + Training and CultureWise" project launched in early March of 2022 with the goal to retire the existing staff toolkit and incorporate more manager-driven, consistent, integrated strategies for communicating cultural expectations while retaining the spirit of "The KDL Way." Instead, the new approach will focus on refreshing and re-enforcing these values across the organization, including a special tie back to our mission of being "an indispensable community resource" that "exists to further all people" by introducing a new service concept called "Go Further."

To aid in this endeavor, KDL partnered with [CultureWise](#), a reputable agency that helps organizations develop "a systematic way to define, drive and sustain a high-performing culture." CultureWise met with the project team, which consists of the KDL Leadership Team and a handful of managers (department and branch), and conducted an exercise to help identify what KDL managers value, respect, and expect from their staff and colleagues, as well as what things make KDL a special place to work. These behavioral fundamentals were documented in a first draft for the team to review. Next steps are to finalize and present them at KDL's annual All Staff training in October, integrate relevant questions about them in KDL's meeting agendas, and brainstorm ways to continuously have conversations around them while setting and re-enforcing expectations.

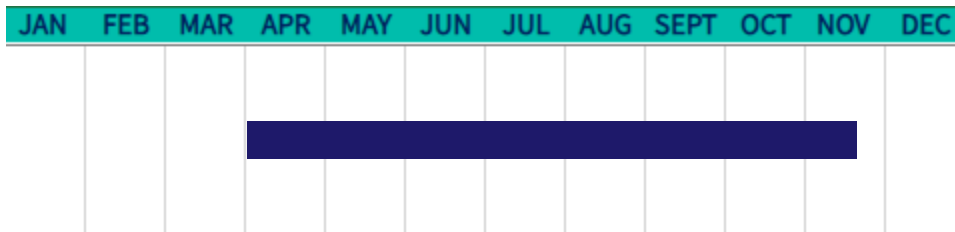
Engagement + Service

2021-2023 Strategic Goal:

Increase the value delivered to the community by focusing on demonstrated needs.

2022 Initiative #4

Revamp new cardholder orientation/onboarding. Identify areas of patron interest upon sign-up, train staff to promote materials of interest, give patrons a tour, and identify and promote branch-specific "member" perks to build awareness of KDL's many services and programs and build strong relationships.



2022 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

This initiative officially launched at the end of April, with User Experience Manager Morgan Hanks leading the way and Director of Projects + Planning Jaci Cooper as sponsor. The first order of business was to document each and every service KDL offers and group them in a meaningful way. Though the team knew the library offers many invaluable services, the completed list proved to be enormous and eye-opening; it will serve as a great resource for future training and marketing.

Thus far, the project team has demonstrated a considerable amount of enthusiasm and engagement, so much so that many of the project's deliverables have already been met. For instance, KDL's existing online card registration vendor (Quipu) recently confirmed that they can create an additional field on the existing registration form to capture specific interests identified by the user. This means patrons will be able to experience a more streamlined onboarding process, since they will not have to fill out a separate form of interest at sign up. This also means that KDL staff can have customized conversations with patrons based on their interests, which will prevent "information overload." Staff will also be able to customize a welcome brochure with interest-based inserts detailing all services that might appeal to them.

Next, the project team will move full steam ahead with narrowing down these top categories of interest. Currently there have been 21 interest categories selected, but the team agrees that anywhere between 8-14 would be ideal. The goal of this project will be to build awareness around the vast array of services KDL offers and, hopefully, get a higher ROI (return on investment) for each service.

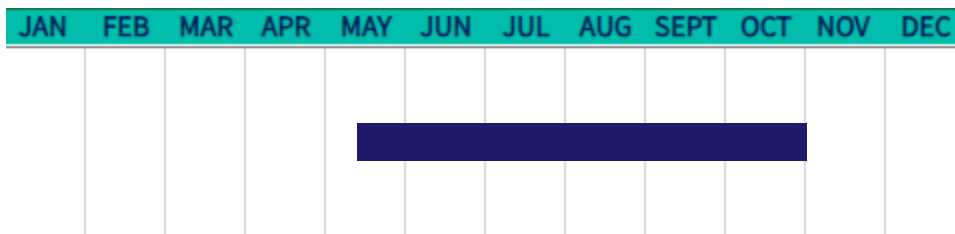
Engagement + Service

2021-2023 Strategic Goal:

Increase the value delivered to the community by focusing on demonstrated needs.

2022 Initiative #5

Partner with HealthNet West Michigan and St. Mary's Foundation to give early literacy kits to new parents containing information about Kent County Success Basics, information about KDL's physical and digital resources and programs, library card applications, and a board book to help foster early relationships with the library.



2022 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

On the recommendation of the Early Literacy Programming group, the board book "Look at You" was selected and purchased for this project's welcome kits. A welcome card has also been designed for both English and Spanish audiences and includes a link to a new section of the website: [New Parents and Their Babies](#). New Volunteer Coordinator Deb Schultz has been instrumental in organizing numerous volunteers and interns to help place the welcome cards and stickers with the books. During the month of July, the team will be taking these materials to local partner organizations, among them: Trinity Health- Mercy Health St Mary's, Spectrum Health, Metro Health, Cherry Health, and Great Start Collaborative. Some organizations will receive all of their inventory at once, while some will be regularly re-stocked since their facilities are not able to store them.



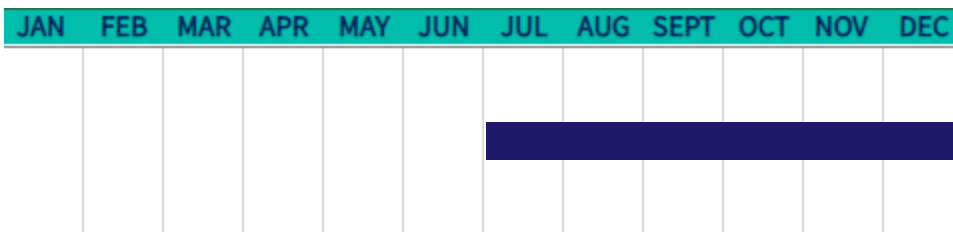
Partners will also receive instructions for introducing and disseminating materials, as well as a link where they can fill out an evaluation on their experience. Since most of this project involves planning as opposed to hands-on delivery, gathering this feedback from our partners will be critical for catching unseen snags in the process. As materials are delivered, KDL Community Engagement members we will be meeting with partners and collecting their feedback.

2021-2023 Strategic Goal:

Evaluate and streamline operational, environmental, and fundraising processes to ensure a sustainable library.

2022 Initiative #6

Develop a process for planning and tracking relationship management with community resource partnerships and activities that incorporates a Customer Relationship Management (CRM) system so all departments have a better picture of patrons' cross functional library involvement.



2022 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

A meeting has been scheduled to finalize the project charter and outline the concrete goals and deliverables for this strategic initiative.

Currently, contact and activity information for community partners is not centrally housed or communicated through the organization. Instead, records remain mostly in individual Outlook accounts or Excel spreadsheets, with potential for duplication, inaccuracy and inconsistency. This makes it difficult to conduct efficient and effective mailings, marketing and relationship management. Also, information on individuals is often duplicated in disconnected systems such as DonorPerfect, VolunteerHub, ILS, and Outlook. This poses a problem since it siloes information in systems that are not integrated together. For instance, a contact at a community partner organization may be a donor, a patron and a volunteer, but there is currently no way to view the big picture of their engagement story all in one place.

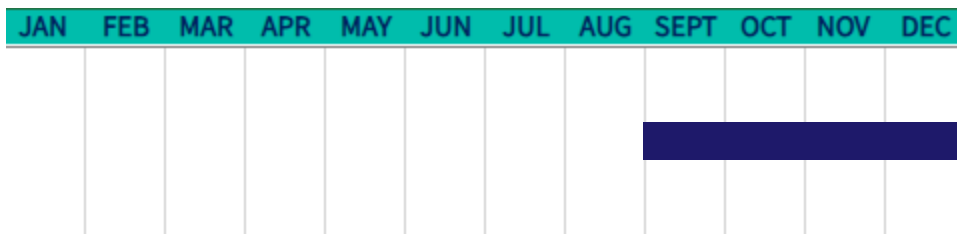
Coming up with a solution that addresses all of the needs of Fund Development, Volunteer Coordination and Outreach all at once may be too great, so this project will initially focus on Outreach Relationships, with the potential to serve other CRM needs.

2021-2023 Strategic Goal:

Evaluate and streamline operational, environmental, and fundraising processes to ensure a sustainable library.

2022 Initiative #7

Establish a library ambassador pilot program to convert library lovers into strong advocates and develop referrals for volunteering and fund development. This program will enhance our volunteer program and train volunteers to reach out to their friends, local businesses and schools to help spread awareness of KDL services and offerings. Ambassadors will be granted first access to KDL swag, special events, etc.



2022 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

Not scheduled to begin until September; no formal update.

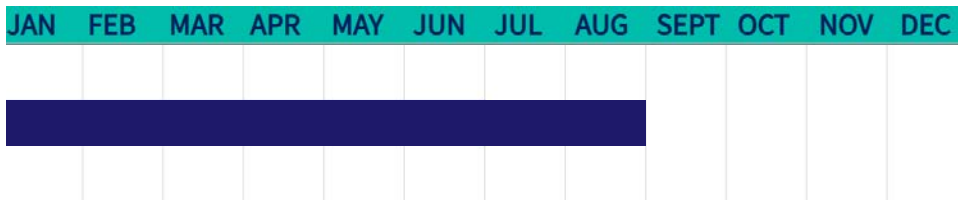
This project is currently in the approval queue through the Project Management Office. Though it will not need formal approval from stakeholders given that it is a strategic initiative, initial research is still underway to ensure that once the project is launched, the team has all of the information to execute it promptly and properly.

2021-2023 Strategic Goal:

Evaluate and streamline operational, environmental, and fundraising processes to ensure a sustainable library.

2022 Initiative #8

As part of the overarching Circulation Moonshot framework, assess and refine KDL's purchasing philosophy to mitigate waste, ensure alignment with having a popular materials collection, and ensure patrons and staff understand what a popular materials collection is and how to help patrons get materials from other resources.



2022 Q2 Update

On Track

Paused/Delayed

Canceled

Completed

The Collection Development team has officially drafted a Purchasing Procedure to help staff better understand internal processes for purchasing library materials, and KDL's legal team is reviewing the existing Materials Selection Policy. Additionally, a document outlining cost per use for Indie press titles vs. bestsellers has been drafted and express-to-circulating ratios are being evaluated, along with holds. The team is currently conducting research on how other libraries handle patron purchase recommendations, including the number of purchase requests each patron is allowed to submit per year and the criteria referenced for approving or denying the request. In June, the project team will further document the different items that patrons request for purchase and create talking points for handling and responding to these requests in the future.

This month, the project team met to discuss patron recommendation scenarios. Part of the team is now working on building a checklist that Collection Development Librarians will follow when reviewing patron recommendations in the future; the rest are working on talking points and training for staff on why KDL does not purchase every book that is requested. Though KDL always strives for excellent customer service, saying yes to every purchase is not financially feasible and the collection should have materials that will generate other patron interest so that taxpayer money is not being used for single circulating items.

Sustainability